

**BY ORDER OF THE COMMANDER
374TH AIRLIFT WING**

YOKOTA AIR BASE INSTRUCTION 10-2501

5 JUNE 2013



Operations

**AIR FORCE EMERGENCY MANAGEMENT
(EM) PROGRAM PLANNING AND
OPERATIONS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications is available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering

RELEASABILITY: There are no releasability restrictions on this publication

OPR: 374 CES/CEX

Certified by: 374 MSG/CC
(Col Edward R. Brown)

Pages: 24

This instruction establishes procedures for administering the Yokota Air Base (YAB) Emergency Management (EM) program; implements AFD 10-25, *Emergency Management*; AFD 10-26, *Counter-Chemical, Biological, Radiological and Nuclear Operations*; AFD 10-8, *Defense Support of Civil Authorities (DSCA)*, and AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*. Information contained within these instructions is not duplicated here. This instruction provides guidance for commanders and unit EM Representatives and implements portions of the Yokota Base Support and Expeditionary (BAS&E) Site Planning, with regards to Contamination Control Team (CCT) and Shelter Management Team (SMT) taskings. This instruction applies to all units and organizations assigned to or associated with YAB and requires the collection and maintenance of information protected by the Privacy Act of 1974. The authority to collect and maintain the records prescribed in this instruction is 10 U.S.C. 8013. (Privacy Act statements required by AFI 33-332.) System of Records notice 035 AF MP 0--Unit Assigned Personnel Information applies. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFMAN 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule (RDS) located at <https://www.mv.af.mil/gcss-af61a/afrims/afrims/rims.cfm>.

1.	Emergency Management Functional Responsibilities.	2
2.	Installation Units.	6
3.	Unit Emergency Management Program.	7
4.	Disaster Response Force Element and Operations	9
Table 1.	DRF Element	9
5.	Emergency Management Training and Education.	18
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION		21
Attachment 2—COMMAND AND CONTROL ELEMENTS FOR INCIDENT MANAGEMENT		24

1. Emergency Management Functional Responsibilities.

1.1. 374th Airlift Wing Commander (374 AW/CC) Responsibilities.

- 1.1.1. Establishes a single EM program for YAB and tenant units.
- 1.1.2. Delegates the authority to manage and administer the installation EM program to the 374 CES/CEX.

1.2. 374th Mission Support Group Commander (374 MSG/CC) Responsibilities.

- 1.2.1. Chairs the Emergency Management Working Group (EMWG).
- 1.2.2. Briefs the 374 AW/CC on EM program status within 30 days after the EMWG.

1.3. 374th Civil Engineer Squadron Commander (374 CES/CC) Responsibilities.

- 1.3.1. Ensures the Engineering Flight coordinates and updates YAB emergency response 0-3 maps and scaled grid overlays annually or as needed by the Readiness & Emergency Management Flight (R&EM).

- 1.3.1.1. Color 0-3 maps will be distributed to base agencies for posting in Unit Control Centers (UCC) based on the previous year's requirement. Due to the extensive cost and time involved for color printing, UCCs will only receive two color maps.

- 1.3.1.2. Additional maps will be justified through the 374 CES R&EM Flight. Reproductions will be based on unit requirements and new base construction. Units are responsible for destroying old maps by shredding or burning.

- 1.3.1.3. Only unit commanders may request 0-3 maps from the R&EM.

1.4. 374th Civil Engineer Readiness & Emergency Management Flight Responsibilities.

- 1.4.1. Develops and manages the base EM Program. Serve as OPR for this instruction, YAB Installation Emergency Management Plan (IEMP) 10-2, Base Civil Engineer Contingency Response Plan 10-211 (coordinates and consolidates only), and Civil Engineer (CE) portions of YAB Base Support and Expeditionary (BAS&E) Site Planning chapters 11 & 14.

1.4.2. Develops and conducts training IAW AFI 10-2501, Chapter 6.

1.4.3. Operates the Chemical, Biological, Radiological and Nuclear (CBRN) Control Center and conducts CBRN detection and monitoring as directed by the Wing Commander or higher authority.

1.4.3.1. Advises the Emergency Operation Center (EOC) Director, Crisis Action Team (CAT), and installation units on the amounts and types of CBRN detection, EM plans, individual/collective protection, and decontamination equipment needed to support contingency operations.

1.4.4. Provides educational materials for the unit EM information program and Base Emergency Preparedness Orientation (BEPO). BEPO is conducted during Right Start and FTAC as required.

1.4.5. Holds unit EM Representative and training scheduler meetings, as required, to pass current information on EM program matters.

1.4.6. Manages and trains augmentees assigned to the Emergency Management Support Team (EMST).

1.4.7. Provides technical advice to commanders on Ability To Survive and Operate (ATSO) matters and EM program management.

1.4.8. Coordinates the EMWG for YAB, publishes minutes and distributes to all unit commanders through EM Representatives.

1.5. Unit Commander Responsibilities.

1.5.1. Establishes a unit EM program IAW AFPD 10-25, AFI 10-2501 and this instruction.

1.5.2. Assigns on YAB Form 20 a primary and alternate Unit Emergency Management Representative and Unit EM training schedulers to execute unit EM program duties outlined in this instruction and AFI 10-2501. The primary EM Representatives must be an E-5 or above. EM Representatives must have at least two-thirds time left on station.

1.5.3. Attends the installation's quarterly EMWG. The commanders may send a designated representative for their unit.

1.5.4. Ensures units comply with operational requirements in YAB IEMP 10-2, YAB BAS&E Site Planning and this instruction for maintaining their unit's EM program.

1.5.5. Ensures EM specialized team members are appointed using the YAB Form 20 YAB Form 20.

1.5.5.1. Appointed individuals will have at least two thirds left of their time on station remaining and no other conflicting additional contingency duties as this becomes the primary duty when recalled.

1.5.5.2. For reasons other than PCS, trained individuals may only be removed from a team with written approval from their respective squadron commander.

1.5.6. Plans, budgets, and obtains supplies and equipment required to support the unit's EM program. Equipment will include, but is not limited to, Shelter Management Teams

(SMT) tools and shelter-in-place materials, Post Attack Reconnaissance (PAR) equipment, and equipment for covering wartime assets i.e., plastic sheeting.

1.5.7. Ensures U.S. military and emergency essential civilians receive CBRNE Defense training every 24 months. In addition, ensure emergency essential civilians receive an issue of all appropriate Chemical-Biological Warfare Defense Equipment (CWDE) from 374 LRS/IPE.

1.5.7.1. Ensures unit personnel clean and inspect their protective mask IAW applicable Technical Orders (TO) and annotate those inspections on their DD Form 1574, *Serviceable Materiel Tag*.

1.5.7.2. Units that bulk store chemical protective equipment will inspect and store this equipment IAW TO 14P3-1-141 and PACAFI 23-204, *Mobility Bag Management*, using the AFTO Form 152, *Chemical Defense Ensemble Inspection Record*.

1.5.8. Ensure unit EM training schedulers utilize Automated Civil Engineer System-Personnel Readiness (ACES-PR) Unit Scheduler module to schedule unit personnel for EM training courses. ACES-PR will be the system used to track records for currency for all EM training courses.

1.5.9. Supplement the training 374 CES/CEX provides for shelter management and contamination control teams, by conducting semiannual in-house training. Documentation on who was trained, subjects covered, inventories of shelter equipment, and date of training will be sent to 374 CES/CEX via YAB Form 20.

1.5.10. Ensure highly knowledgeable personnel are appointed to the EOC Emergency Support Function (ESF) positions as required. Representatives should be familiar with unit specific procedures and have a minimum grade of Senior NCO (recommended). Commanders should appoint a primary and sufficient numbers of alternates to cover operational requirements. EOC representatives will participate in at least one exercise annually to maintain proficiency (real-world response also meets this criteria, if documented). EOC representatives are required to respond to EOC recalls with all response equipment and checklists required.

1.5.11. Ensure AF military personnel and emergency essential civilians receive Task Qualification Training (TQT). TQT will be conducted IAW AFI 10-2501. TQT will focus on performing wartime mission essential tasks to include: common core and functional area specialty skills while wearing Mission Oriented Protective Posture (MOPP) level four.

1.5.11.1. TQT will include realistic ATSO scenarios developed by the AFSC leads. Training tasks must demonstrate a level of proficiency required for training and evaluation purposes. All TQT will be documented by the individual's supervisor via Air Force Training Record (AFTR).

1.5.12. Establish a UCC IAW this instruction.

1.5.13. Establish procedures for 100% accountability of personnel after any incident.

1.6. Unit Emergency Management Representative Responsibilities.

1.6.1. Completes the YAB Form 20 for submission to 374 CES/CEX NLT the 2nd day of the first month in every quarter; January, April, July, October. If the 2nd falls on a weekend or holiday, the reports will be due the following business day. Additional reports may be completed anytime changes occur.

1.6.2. Briefs the unit commander on EM program status quarterly or when signing the YAB Form 20. Topics should include EM information program, self-inspection results, EM staff assistance visits (SAV), specialized team status, EM training program, shortages and LIMFACS and special EM projects/taskers.

1.6.3. Creates unit specific functional checklists in support of YAB IEMP 10-2 within 30 days of implementation. These checklists must answer: who, what, when, where, and how the unit will perform their specific tasks. They will be reviewed/updated annually or as changes occur and approved by respective commanders. 374 CES/CEX will notify and distribute procedural changes to unit EM Representatives as they occur.

1.6.3.1. Send an electronic copy of all checklists to 374 CES Readiness and Emergency Management email address for review and coordination prior to implementing; this includes changes. Organizations will maintain these checklists in their UCC and/or flight areas, if applicable.

1.6.4. Maintain a unit EM continuity binder IAW this instruction and keep it in a location that is available to primary and alternate EM Representatives.

1.6.5. Perform a semiannual self-inspection of the unit's EM program (in June and December of each year) using the Unit EM Program Self-Inspection Checklist provided by 374 CES/CEX.

1.6.5.1. Document self-inspections using a Memorandum for Record (MFR) and forward a copy to 374 CES/CEX. The MFR must include: date of inspection, the item number and heading of the problem area, problems found, corrective actions taken, if the item is "open" or "closed", and an estimated or actual completion date to close out any open items.

1.6.5.2. EM program review and higher headquarters report findings will be documented and answered using an MFR every 30 days until the item(s) are "closed." The same criteria for documenting self-inspections will be used.

1.6.6. Ensures the Unit EM training scheduler monitors initial/recurring training of specialized team members. Annotate date assigned and last training date in the YAB Form 20. Personnel tasked to perform duties on specialized teams must meet minimum physical requirements and have at least two thirds time remaining on station.

1.6.6.1. Ensure all specialized team members are scheduled for and receive initial training within 60 days of appointment using ACES-PR Unit Scheduler module. **Note:** Once assigned and trained only squadron commanders can remove individuals from a specialized team. The YAB Form 20 is used to annotate new members or removal of individuals from any specialized team. The entire report must be re-accomplished each time individuals are added or removed.

1.6.7. To ensure accuracy, EM Representatives will review the EM Database quarterly when distributed by the 374 CES/CEX.

1.6.8. Use YAB Form 20 to appoint specialized team members, training monitors, and EM Representatives. Use YAB Form 20 to reflect current information and training status for those individuals.

1.6.9. Ensure the UCC personnel adequately posture their equipment, and supplies and possess required maps, overlays, unit checklists. Pick up updated 0-3 maps when notified by 374 CES/CEX. UCC personnel will be appointed using the YAB Form 20.

1.6.10. Ensure all unit maps are replaced and old maps are destroyed. Do not throw old grid maps in the trash, shred them or destroy by incinerator.

1.6.11. Ensure the following visual aids are posted on unit bulletin boards:

1.6.11.1. AFVA 10-2510, *USAF Emergency Notification Signals*

1.6.11.2. AFVA 10-2511, *USAF Standardized Attack Warning Signals for CBRNE Medium and High Threat Areas.*

1.6.11.3. AFVA 10-2512, *Mission-Oriented Protective Postures (MOPP).*

1.6.11.4. Typhoon Pamphlet.

1.6.11.5. Hazardous Materials (HAZMAT) Pamphlet.

1.6.11.6. Shelter In-Place sign.

1.6.11.7. Installation & Unit EM program representatives sign.

1.6.12. Ensure updates to team recall rosters to include UCC, EOC, Emergency Management Support Team (EMST), SMT etc and provide the YAB Form 20 to ESF members as applicable.

2. Installation Units.

2.1. Each installation unit, including tenants, will establish a unit EM program.

2.1.1. The following units provide EM program support.

2.1.1.1. The 374th Command Section:

2.1.1.1.1. Wing Staff Agencies; HC, PA, JA, CP, SE, CPTS, HO, XP.

2.1.1.2. 374th Operations Group (OG):

2.1.1.2.1. 36th Airlift Squadron (36 AS)

2.1.1.2.2. 459th Airlift Squadron (459 AS).

2.1.1.2.3. 374th Operation Support Squadron (OSS).

2.1.1.3. 374th Mission Support Group Command Section:

2.1.1.3.1. Army and Air Force Exchange Service (AAFES).

2.1.1.3.2. Defense Commissary (DECA).

2.1.1.3.3. Department of Defense Dependents (DoDD) Schools.

2.1.1.3.4. American Red Cross (ARC).

2.1.1.3.5. 374th Civil Engineer Squadron (CES).

- 2.1.1.3.6. 374th Contracting Squadron (CONS).
- 2.1.1.3.7. 374th Communications Squadron (CS).
 - 2.1.1.3.7.1. Communication Site Operating Location A.
 - 2.1.1.3.7.2. Communication Site Operating Location B.
 - 2.1.1.3.7.3. Communication Site Operating Location C.
- 2.1.1.3.8. 374th Force Support Squadron (FSS).
- 2.1.1.3.9. 374th Logistics Readiness Squadron (LRS).
 - 2.1.1.3.9.1. Defense Reutilization and Marketing Office (DRMO).
- 2.1.1.3.10. 374th Security Forces Squadron (SFS).
 - 2.1.1.3.10.1. Detachment 621 Air Force Office of Special Investigation (AFOSI).
- 2.1.1.4. 374th Maintenance Group (MXG).
 - 2.1.1.4.1. 374th Maintenance Operations Squadron (MOS).
 - 2.1.1.4.2. 374th Aircraft Maintenance Squadron (AMXS).
 - 2.1.1.4.3. 374th Maintenance Squadron (MXS).
- 2.1.1.5. 374th Medical Group (MDG).
 - 2.1.1.5.1. 374th Medical Support Squadron (MDSS).
 - 2.1.1.5.2. 374th Medical Operations Squadron (MDOS).
 - 2.1.1.5.3. 374th Aerospace Medicine Squadron (AMDS).
 - 2.1.1.5.4. 374th Dental Squadron (DS).
 - 2.1.1.5.5. 374th Surgical Operations Squadron (MSGs).
- 2.1.1.6. Tenant Units:
 - 2.1.1.6.1. 5th Air Force.
 - 2.1.1.6.2. 730th Air Mobility Squadron (AMS).
 - 2.1.1.6.3. Defense Courier Service (DCS).
 - 2.1.1.6.4. Detachment 2 Postal.
 - 2.1.1.6.5. Detachment 10 Armed Forces Network (AFN).
 - 2.1.1.6.6. United States Forces Japan (USFJ).

3. Unit Emergency Management Program.

3.1. Unit EM Information Program.

3.1.1. The Unit EM information program will be administered quarterly at a minimum to unit personnel. EM Representatives will distribute the quarterly EM newsletters provided by 374 CES/CEX for their information program. EM Representatives may also

deliver additional education via commander's call, squadron training days, or supplement with learning materials about their own unit specific EM procedures.

3.1.2. Document unit EM information program by using automated data processing system, unit implemented form, or MFR. Minimum information will include date, subject(s) discussed, and who attended or forum. Keep these records in the Unit EM continuity binder. The information must be available upon request and during the scheduled annual SAV provided by 374 CES/CEX.

3.1.3. SAV Procedures.

3.1.3.1. SAVs will be conducted annually and IAW with AFI 10-2501 to all subordinate units. Each unit will use the same checklist to conduct semi-annual self-inspection.

3.1.3.2. SAVs calendar will be completed each calendar year after the release of the 374 AW Exercise and Event Schedule. Schedule will be approved by 374 CES/CC and sent out to all squadron commanders and EM Representatives.

3.2. Chemical-Biological Warfare Defense Equipment (CWDE).

3.2.1. Units will inspect their CWDE annually (with the exception of the mask which is monthly). Unit EM Representatives will ensure all military personnel and emergency essential civilians have proper sizes and quantities of CWDE and they clean and inspect their protective masks, as a minimum monthly IAW with TO. TOs can be requested from the 374 LRS/IPE section.

3.2.1.1. All CWDE will be marked IAW wing guidance.

3.2.2. Units that bulk store CWDE will document inspections using AFTO Form 152, a general-purpose form, or an automated data system. TOs will be maintained for each piece of chemical protective equipment stored at the unit.

3.2.3. Units will store operational CWDE separate from training gear and in an environment that protects it from extreme heat and moisture. Unit EM Representatives will ensure expired bulk stored CWDE is removed from serviceable inventory for return to 374 LRS/IPE section.

3.2.4. Units will maintain their CWDE according to applicable TOs.

3.3. Unit EM Continuity Binder.

3.3.1. Unit EM Representatives maintain the continuity binder (hard copy or electronic) with all materials required to administer the unit EM program and organize it in accordance with this instruction. Electronic copies of Air Force instructions, manuals, and pamphlets are available at the Air Force Electronics Publication site (<http://www.e-publishing.af.mil/>) and may be electronically maintained. Continuity binders will be maintained as follows:

3.3.1.1. TAB 1: Unit Quarterly Report (Last two years).

3.3.1.2. TAB 2: SAVs/Self-Inspections (Last two years).

3.3.1.3. TAB 3: Unit Specific Checklists.

3.3.1.4. TAB 4: AFI 10-2501 & YAB IEMP 10-2.

3.3.1.5. TAB 5: Unit Information Program (documentation of dissemination of emails, Quarterly Newsletters (Last four quarters), Visual Aids.

3.3.1.6. TAB 6: Training Materials (Training certificates/rosters, Commander's EM Immersion).

4. Disaster Response Force Element and Operations

Table 1. DRF Element

Command Post (CP)/Crisis Action Team (CAT)	Incident Commander (IC)
Emergency Communications Center (ECC)/Base Defense Operations Center	First Responders
Emergency Operations Center (EOC)	Emergency Responders
Emergency Support Functions (ESF)	Specialized Teams
Recovery Operations Chief (ROC)	Senior Military Representative
Unit Control Centers (UCC)	

4.1. Disaster Response Force (DRF). The DRF includes the CAT, CP, EOC, ECC, IC, First Responders, Emergency Responders, UCCs, and specialized teams. The DRF is used to respond to all incidents, although the team's configuration is incident-dependent. The AW/CC directs notification and activation of the DRF through CP controllers for all-hazard incidents. The DRF duties, as outlined in AFI 10-2501, include C2, contamination control, and shelter management.

4.1.1. Crisis Action Team (CAT).

4.1.1.1. The Yokota Crisis Action Team (CAT) provides the AW/CC a seamless, integrated, and effective command and control (C2) organization. Under the AW/CC's authority, this organization executes command responsibilities during crises and contingencies which exceed that of normal day-to-day C2 structures and consists of retaining, to the maximum extent possible, the mission capabilities of Yokota Air Base. When activated, the CAT is capable of devoting its full time and attention to how crises affect mission execution and is charged with eliminating or alleviating detrimental mission impact. The ability to plan, direct, coordinate, and exercise C2 of all wing forces is inherent to CAT operations. 374 AW/XP manages the CAT program and its facilities on behalf of 374 AW/CC.

4.1.1.2. The Yokota CAT consists of the AW/CC, AW/CV, Commander's Senior Staff, CAT Director, CAT Staff, Group Representatives, and Advisory Support Staff. The primary CAT is located in Building 315 (Wing HQ), basement. The alternate is building 955 (LRS).

4.1.1.2.1. Commander's Senior Staff. The Commander's Senior Staff consists of the Vice Commander and the Operations (OG), Maintenance (MXG), Mission Support (MSG), and Medical (MDG) Group Commanders. The 515th Air Mobility Operations Group (AMOG) Commander may join the Senior Staff, as required. The Senior Staff executes overall command and control to ensure the Wing's mission and the installation's support functions continue to the maximum

extent possible.

4.1.1.2.2. CAT Director. The CAT Director manages CAT operations on behalf of the AW/CC and presents situational awareness and actionable information to the commander. The CAT Director establishes communications within the installation and with HHQ, filters/interprets HHQ directives, and ensures appropriate actions are taken. The Director implements CAT processes, checklists, and issues Yokota CAT Directives (YCDs) as necessary to execute the mission and respond to the crisis.

4.1.1.2.3. CAT Staff. The CAT Staff consists of Executive, Administration, CSA, and Support personnel supporting the CAT Director in operating the CAT.

4.1.1.2.4. Group Representatives. The Group Representatives are a key part of the CAT providing a direct link between the CAT and their respective Groups and UCCs. The OG, MXG, MSG, MDG, and Wing Staff Agency (WSA) provide Group Representatives to the CAT. A member from the 730 AMS may also join the CAT, as required.

4.1.1.2.5. CAT Advisory Staff. The CAT Advisory Support Staff (full activation) consists of members from the Anti Terrorism Office (ATO), Staff Judge Advocate, Safety, Public Affairs, Weather, Intelligence, and the Installation Deployment Officer (IDO). While several of these positions will primarily be stationed at other locations, all will meet with the CAT for the initial activation.

4.1.1.3. 374 AW Command Post. The CP is the primary agency authorized to communicate higher headquarters direction to operational organizations. CP is the only installation C2 function authorized to receive and process Emergency Action Messages (EAM) and prepare and transmit AF operational reports (AF OPREP-3). The CP provides C2 support to wing and tenant units to include relaying command direction, flight following, and operational reporting instructions.

4.1.1.3.1. The CP is the essential C2 node of the CAT. The CP provides a communication link with higher headquarters and civilian agencies. The CP communicates directions, information, and recommended courses of action concerning the incident as the focal point for installation-wide warning and notification operations. When notification of a major accident or natural disaster is received, the CP activates the INWS, notifies all base organizations and notifies off-base agencies supported by the installation. When directed by the AW/CC the CP also activates the EOC, notifies senior leadership, and recalls the DRF. The CP also supports the incident by processing all Requests for Forces (RFF).

4.1.2. Emergency Operations Center (EOC).

4.1.2.1. An EOC is the focal point of support operations for the IC and those responders at the incident site. The EOC is the location where the coordination of information and resources in support of the incident takes place. The EOC is located in a permanent facility within the installation; however, the EOC may be a temporary facility used during large or complex incidents that require relocation from the primary location. The primary EOC location is building 530 (Main Fire Station),

room 104. The alternate EOC location is 315 (Wing HQ), basement. Both the primary and alternate EOC are managed by the R&EM Flight.

4.1.3. EOC Director

4.1.3.1. The EOC Director provides oversight for the AW/CC to support and control emergency or contingency incidents. The EOC Director can support multiple ICs simultaneously, while providing strategic senior officer-level C2 for sustained response and recovery operations. The EOC Director is responsible for directing the 15 Emergency Support Functions (ESFs). The EOC Director is the senior representative designated by the AW/CC. It is recommended that the EOC Director position be filled by one of the following: Mission Support Group (MSG) commander, Deputy MSG, Base Civil Engineer (BCE) or Deputy BCE. During a major incident, HAZMAT incident, or natural incident, the EOC Director must consider the initial response actions listed below.

4.1.3.2. Convene the EOC. Upon activation of the EOC by the AW/CC, based on the magnitude of the incident, the EOC Director decides to recall the full EOC or tailor the recall to include only those staff members and ESFs required to handle the incident. When there is doubt, it is easier to recall the full EOC staff and subsequently dismiss those members not required.

4.1.3.3. Situational Awareness. The EOC Director must establish and maintain an accurate and timely situational awareness to the AW/CC and CAT. As the EOC staff convenes, it is the EOC Director's responsibility to ensure the entire staff is populating current incident information through the installation's Common Operating Picture (COP).

4.1.3.4. Coordinate information and resources supporting the incident. Once the EOC staff is operating, the EOC Director ensures the EOC staff is coordinating responsive information and resources the IC needs to respond to the incident.

4.1.3.5. The EOC Director must keep the AW/CC fully informed on the incident response efforts throughout the operation.

4.1.3.6. The EOC has several simultaneous requirements to communicate information and decisions. Communications may include checklists to activate required resources, provide direction to evacuate or take cover, and accomplish specific actions associated with emergency actions.

4.1.3.7. Information flows from the individual and continues via the UCC to the EOC. The EOC also communicates with MAJCOM or area of responsibility through the AW/CC to report any critical shortages or incidents affecting the mission. Additionally, information flows from the EOC to the UCCs to keep them informed of any changes in the threat following major accidents or natural disasters.

4.1.3.8. The EOC staff coordinates and consolidates all communication inputs and eliminates any duplicate or contradictory information. During responses, the EOC receives reports from several sources. EOC processing of these reports includes organizing the reports; developing messages; and status updates relative to their source.

4.1.3.9. Unit commanders activate their UCCs and initiate unit personnel accountability; however, the EOC Director determines which UCCs remain activated. UCCs serve as a communications conduit to each individual on the installation and provide a point of contact for resources requested from within the ESF construct. UCCs relay emergency information within the chain of command regarding major accidents and natural disasters. The UCCs also direct, monitor, report mitigation and preparedness activities, and maintain unit continuity for C2. UCCs are responsible for coordinating activities in preparation for, response to, and recovery from incidents. This includes gathering and disseminating information, accounting for personnel and resources, and performing initial damage assessment for their functional areas of responsibility.

4.1.3.10. Determine specialized teams to activate. The IC can request any specialized team support needed for response operations. Upon request from the IC, the EOC will coordinate and activate the installation's indigenous specialized teams. If the IC requires a specialized team not available locally, the request will go to the CAT. The CAT coordinates requests for external specialized teams required for response through the RFF process through their respective MAJCOM. Examples of external specialized teams include: Hammer Adaptive Communication Element (ACE), US Marine Corps Chemical Biological Incident Response Force, Nuclear Emergency Search Team (NEST), Army's Tech Escort Unit (TEU), and Air Force Radiation Assessment Team (AFRAT).

4.1.3.11. At the installation level, specialized team duty should be a member's primary focus during emergency response operations, exercises, and training. Do not assign specialized team members with conflicting emergency operations duties. Appoint enough team members to conduct 24-hour operations. Department of the Air Force civilian personnel may be assigned to specialized teams.

4.1.3.12. Only the AW/CC or designated representative should approve the release of a specialized team member for reasons other than permanent change of station, retirement, discharge, or medical disqualification. The replacement must be trained before releasing the incumbent.

4.1.3.13. Provide initial situation briefings. Upon initial recall of the ESF, personnel will report to the EOC and receive a briefing regarding the following topics: (1) description of the incident or natural incident, (2) forces on-scene, (3), casualty estimate, (4), cordon size and location description, (5) protective measures being taken, and (6) tactical priorities.

4.1.4. EOC Manager.

4.1.4.1. The AW/CC appoints the Readiness and EM officer and/or Superintendent as the EOC Manager per AFI 10-2501. The EOC Manager works for the EOC Director by providing support and functional expertise for emergency C2 of military resources through the ESFs. The EOC Manager will stand up the EOC when directed. The EOC Manager will oversee EOC operations collect information about the incident, and provide updates to the EOC Director.

4.1.5. Emergency Support Function (ESF).

4.1.5.1. ESFs as identified in AFI 10-2501, provide the structure for coordinating installation strategic interagency support during all phases of incident management for major accidents, natural disasters (to include natural outbreaks of disease such as pandemic influenza), CBRNE attacks, and terrorist use of CBRNE materials. The ESF structure includes mechanisms used to provide support to the installation and if required, to local, State and Federal agencies/governments. The type and scope of the event will determine the magnitude, and timing of the support provided by each ESF.

4.1.5.2. At YAB there are 15 ESFs. YAB has 2 additional Office of Collateral Responsibility (OCR): OCR – MXG and OCR – OG. OCRs have the same training requirements as ESFs and are identified under ESFs on the quarterly report.

4.1.5.3. The unit commander appoints ESF members as required IAW AFI 10-2501, **Attachment 2**. New ESF appointees to the EOC will take the Web-Based Training (WBT) Air Force Emergency Response Operations (AERO) Command and Control (C2) training online within 60 days of appointment and attend the Local AERO training class provided by 374 CES/CEX, available every first Monday of every month, within the same 60 days. ESF must also complete Unit Level Unit Command and Control (UL UC2) by scheduling with 374 AW/XPT office. Contact and other information will be annotated using the YAB Form 20 completed by the Unit EM Representative. The ESF must have the same authority to commit unit assets as the organizational commander or chief when the EOC is activated.

4.1.5.4. Notify 374 CES/CEX if any of the following information changes: name, rank, phone number (duty and home), pager and cell phone numbers (if applicable).

4.1.5.5. Assigned ESF/OCR members and supporting personnel will respond to the EOC when recalled within 30 minutes when on duty and 1 hour off duty. Members will respond with all checklists and specialized gear appropriate for the situation enabling members to fully support the mitigation of the incident. Units will maintain all required EOC response equipment in an easy to carry case, kit, or backpack.

4.1.5.6. Required ESF/OCR equipment (unit funded):

4.1.5.6.1. Backpack or briefcase.

4.1.5.6.2. ESF functional/unit checklists.

4.1.5.6.3. Numeric pager (issued by 374 CES/CEX).

4.1.5.6.4. Line badge.

4.1.5.6.5. SIPRNET and UL UC2 logon with password (must logon every 30 days to keep account active).

4.1.6. Incident Commander (IC).

4.1.6.1. The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. The IC must be fully qualified to manage the response. The IC is equivalent to the on-scene

IC as defined in OSHA 1910.120(8), *Hazardous Waste Operations and Emergency Response*.

4.2. Common Operating Picture (COP)

4.2.1. The following systems are used to standardize and facilitate communication and coordination between all users; all members of the DRF are required to have access to all systems. Below are recommendations for whether NIPR or SIPR will be used. For Emergency Management Exercises (EMEs), Natural Disasters, and peacetime responses NIPR side will be used. For Phase I & Phase II exercises, and real world OPLAN taskings, SIPR will be used.

4.2.1.1. Defense Connect Online (DCO). Dependent on the situation, either NIPR or SIPR DCO will be used. NIPR DCO link can be found <https://connect.dco.dod.mil/yabeoc>. SIPR DCO link can be found <https://connect.dco.dod.smil.mil/yabeoc>. Both sides of DCO will be managed by the 374 CES/CEX as the ESF 5 and EOC Manager. EOC Manager and ESF 5 will update status boards within DCO to show all key operations. Rooms will only be opened during the activation of the EOC.

4.2.1.1.1. DCO log in will be standard across the installation. Individual will enter role then rank and last name. For EOC members “ESF 5 (MSgt Smith), for UCC members “374 CES/UCC (SSgt Jones). Required training will be provided during the local AERO class.

4.2.1.1.2. There are two DCO rooms for both NIPR and SIPR. One is used by the EOC and the other used by the CAT. There will be no other DCO rooms besides the ones listed above. Having multiple rooms circumvents the YAB C2 architecture and causes duplication of efforts.

4.2.1.2. Unit Level Unit Command and Control (UL/UC2). The Integrated Information Management System (IIMS) is a collaborative situational awareness tool which aids in the management of Conventional and Chemical, Biological, Radiological, and Nuclear (CBRN) events at fixed, expeditionary and incident response sites. IIMS includes detector/ warning networks, access to CBRN models, and information exchange with civil sector and coalition partner organizations. It addresses both conventional and CBRN incidents. It is replacing the Survival Recovery Center (SRC) Command. It improves decision making and battle management activities in the event of a conventional or CBRN incident. At YAB only the SIPR version is available.

4.2.1.2.1. Contact 374 AW/XPT office for training and access to the system.

4.2.1.3. Yokota Virtual Operations Center (VOC). Until a solution is fielded on the NIPR side, YAB has created a VOC with a template provided by the Air Force as an interim. VOC utilizes SharePoint and can be specifically designed for YAB’s needs. Link to YAB VOC https://yokota.eim.pacaf.af.mil/sites/Yokota_Virtual_EOC/default.aspx

4.2.1.4. YAB will use the VOC in conjunction with Geobase via NIPR side. Geobase is located <https://yogeows03/>.

4.3. Unit Control Centers (UCC).

4.3.1. Purpose. Provide a 24-hour point of contact for gathering and passing organizational information during emergencies. Coordinate organizational activities in support of disaster operations; inform affected personnel to evacuate; alert and assemble specialized teams; and notify their respective EOC representatives to respond as required.

4.3.2. All organizations (including tenant units) must have minimum UCC capabilities as listed below. Minimum capabilities include:

4.3.2.1. Procedures for UCC activation.

4.3.2.2. Procedures established to relocate to an alternate location.

4.3.2.3. Providing a focal point to monitor unit resources and pass critical information as needed.

4.3.2.4. Current on-base 0-3 maps with unit's assets identified and cordon overlays.

4.3.2.5. Unit personnel recall roster (to include specialized teams) and a separate specialized team contact roster.

4.3.2.6. Communications capability adequate for unit mission.

4.3.2.7. Checklists in support of the IEMP 10-2, applicable plans, evacuation and Shelter In Place (SIP) checklists, force protection condition checklists, and blackout checklists.

4.3.2.8. An active log of events.

4.3.2.9. Primary and secondary phone numbers of all unit-owned buildings and facilities designated for evacuation purposes. Phone numbers will be made available to all evacuating unit personnel.

4.3.3. UCC personnel will be familiar with procedures for reporting unit accountability, casualties, contamination and damage as well as access to all corresponding checklists. UCC personnel must be able to locate, report, and plot grid map coordinates for entry control points, evacuation distances, etc.

4.3.3.1. UCC members receive map reading/plotting training from unit EM Representatives or request additional training from 374 CES/CEX.

4.4. Emergency Management Support Team (EMST).

4.4.1. Purpose. Provides trained personnel to augment the 374 CES/CEX and specialized teams during any emergency as directed by the Readiness & Emergency Management Flight.

4.4.2. Composition. A team of 31 individuals is established at YAB. Members will be provided from the organizations tasked by the 374 AW READY Program Managers.

4.4.3. Prerequisites. Personnel assigned to the EMST will have at least 12 months left on station and comply with the requirements in AFI 10-2501, paragraph 3.11.4.3. Once assigned as an EMST member, the individual cannot be removed unless approved in writing by their respective squadron commander unless they are PCSing, separating, or have a medical disqualification.

4.4.4. Response. Upon declaration by the wing commander, EMST members report immediately to their unit for accountability. They are then on standby to report to the Readiness and Emergency Management Flight. These members can be used for a Readiness Inspection (RI), Operational Readiness Exercise (ORE), Emergency Management Exercise (EME), real world emergency, natural disasters, major accidents, or any other emergency as deemed necessary by the IC or EOC Director.

4.4.4.1. Members will not have conflicting squadron duties precluding them from performing EMST duties.

4.4.5. Checklists. 374 CES/CEX provides all checklists for the EMST.

4.5. Shelter Management Teams (SMTs).

4.5.1. Primary Purpose. Operate installation nuclear protective fallout shelters during radiological emergencies or providing emergency billeting during or after natural disasters as directed by the 374 AW/CC.

4.5.2. SMTs will operate IAW with YAB IEMP 10-2 and other applicable plans.

4.5.3. Units with shelter management responsibilities will ensure they have sufficient personnel trained to perform the duties in paragraph 4.5.4.

4.5.4. Composition. The minimum SMT composition is two shelter supervisors and two exposure control monitors (one per each shift). This provides the minimum manning required for a 24-hour operational capability. Commanders tasked with ownership of an emergency operations (EO) shelter should consider assigning and training extra team members to ensure effective operation of their shelters in case of deployments, TDYs, etc.

4.5.5. Prerequisites. Recommend shelter managers be E-5 or higher. Shelter exposure control monitors may be any rank.

4.5.6. Response. Upon recall, a SMT representative will pick up shelter equipment, if nuclear threat, (two ADM-300, Radiation Detection Instruments) from 374 CES/CEX. Remaining members will start shelter set-up using unit developed checklists. Notify 374 CES/CEX upon activation and once shelter is fully operational.

4.5.7. Checklists. SMT members operate their shelters IAW AFI 10-2501 and AFMAN 10-2503. Units will tailor checklists contained in the IEMP 10-2. Coordinate these checklists with 374 CES/CEX for review and approval before implementation.

4.5.7.1. Review and update all checklists annually or when changes occur.

4.5.8. Supplies and Equipment. Unit commanders budget for and procure appropriate amounts of shelter supplies for their assigned shelters and shelter team kits.

4.5.9. Units tasked with shelter teams will conduct semiannual contingency training. The senior ranking team member will coordinate and instruct training sessions which will include:

4.5.9.1. Shelter activation, setup and deactivation.

4.5.9.2. Floor plan familiarization, grid map plotting, shelter checklists and team responsibilities.

4.5.9.2.1. CBRN equipment operations: ADM-300 Radiac meter, Joint Chemical Agent Detector (JCAD), M42 alarm, M256A1 detection kit, and M8/M9.

4.5.9.2.2. PAR sweeps marking and reporting.

4.5.9.2.3. Shelter registration forms and exposure logs.

4.6. Contamination Control Area Team (CCA).

4.6.1. Purpose. These teams are responsible for chemical, biological, and radiological decontamination operations on YAB. If tasked personnel may be used for HAZMAT decontamination operations and will be provided just in time training.

4.6.2. Prerequisites. Any rank. Individuals must not be on any physical profile and must be able to wear protective gear for extended periods of time. Members will be tasked through the installation READY program.

4.6.3. Response. CCA teams are assigned to the Civil Engineer R&EM Flight as their primary duty during contingencies. The CBRN Control Center (CBRNCC) will direct these teams.

4.6.4. Composition. CCA teams are pulled from the 31 personnel EMST team assigned by the READY Program.

4.6.5. Checklists. Will be provided by the Civil Engineer Readiness & Emergency Management Flight.

4.6.6. Supplemental Training. Members must obtain required training within 60 days of appointment to the team. Training must be tracked on the YAB Form 20.

4.7. Recovery.

4.7.1. The recovery phase begins when first responders have completed emergency response and lifesaving actions. The EOC, using the IEMP 10-2 and appropriate checklists, develops the installation recovery plan. The EOC Director, with approval from the AW/CC, is responsible for developing and overseeing recovery actions. The main goal of recovery is to re-establish installation mission and return to normal operations. There may be critical missions that must continue before or during the recovery phase. Installations must plan for those operations and develop procedures to remove or minimize the hazards in an area or at a facility in order to continue the critical mission.

4.7.2. Recovery Operations Chief (ROC). Once the emergency is over and recovery starts, control of the site must be officially transferred from the IC to another individual or organization. This person is not referred to as an IC but called the Recovery Operations Chief. The ROC must be a subject matter expert in the hazards or activities within the incident site. If it is a HAZMAT incident, the organization or individual that assumes control of the site must be knowledgeable of the hazards and recovery procedures, such as initiating actions to contain the hazard, clean up the site, and restore the area to its pre-incident condition. The person in charge of that work should have an environmental engineering background and be familiar with HAZMAT clean-up requirements. If it is an aircraft incident, the ROC should be familiar with that aircraft or

be a member of the interim aircraft mishap investigation team. The EOC Director should select the individual that will be in charge of the site.

4.7.3. Document Report Information. The EOC Director and EOC ESFs will maintain the necessary maps and status boards to show the key operations status in their areas of responsibility. In addition, they will maintain a permanent log of actions. This log of actions provides continuity between shift changes and assists in the preparation of daily situation reports (SITREP). Detailed documentation is also required for continuity during the event, and for identifying lessons learned, reviewing planning documents, and updating execution checklists after an event. The EOC or CAT assimilates airbase information and forwards essential elements to joint force, theater, and MAJCOM command centers. The process is reversed for downward information flow.

4.7.3.1. Events logs detail unit and resource activity. These logs provide the basic reference from which to extract information for after-action reporting. An event log is initiated and maintained by each UCC, the EOC, CAT and the ECC. Logs are required to be submitted to 374 CES/CEX as well as courtesy copied to their respective commanders by 1900 daily and within 24 hrs of termination of incident.

4.7.3.2. After-Action Reports. IAW AFI 10-2501, commanders must develop and submit installation-wide lessons learned reports to their respective Headquarters AF, MAJCOM, Field Operating Agency (FOA), or Direct Reporting Unit (DRU) for all emergency responses. After-action reports should include actions implemented and any lessons learned during actual incident response and exercises. AFI 10-204, *Participation in Joint and National Exercises*, provides guidance on reportable actions as well as preparing and submitting the report.

4.7.3.2.1. After-action reports should include dissemination and notification successes and shortfalls, installation-wide response checklists, deficiencies, deficiency correction plans, required training, dates of implementation, any corrective action, follow-up actions, and lessons learned. After-action reports are also required by the Air Force After-Actions Reporting System (AFAARS) when AF elements participate in the Chairman of the Joint Chiefs of Staff Exercise Program, other joint exercises, AF exercises and real-world operations. AFAARS reporting is required on humanitarian operations, base closure, peacekeeping, and Noncombatant Evacuation Operations. Headquarters AF, MAJCOMs, FOAs, and DRUs must establish internal after-action reporting procedures to ensure AFAARS objectives are met, problems are solved, and results are disseminated.

5. Emergency Management Training and Education.

5.1. The EM training section will develop and deliver training IAW AFI 10-2501, Chapter 6. Unit training schedulers will use the ACES-PR Unit Scheduler module to schedule their personnel for the following classes taught by 374 CES/CEX.

5.2. Personnel will receive HAZMAT Awareness training IAW AFI 10-2501.

5.2.1. Units will use the Advanced Distributed Learning Service (ADLS) located <https://golearn.csd.disa.mil/>. HAZMAT Awareness course can be found under Emergency management in the course listing.

5.3. EM courses use the blended learning concept with knowledge-based objectives and individual demonstration-performance objectives. Full course descriptions can be found in AFI 10-2501, Chapter 6.

5.4. Unit EM training schedulers will determine, based on the requirements in AFI 10-2501, Chapter 6, who requires training. They will direct the student to complete the appropriate web base training course and schedule them using ACES-PR Unit Scheduler module.

5.4.1. Each Unit EM training scheduler is responsible for tracking completion and currency of their assigned personnel for all EM courses.

5.5. Personnel medically exempt from wearing any portion of the GCE will not be allowed to attend class for safety reasons.

5.6. The Unit EM training scheduler will be appointed in writing using the YAB Form 20. The Unit EM Representative will submit this report quarterly or every time a change in appointment occurs.

5.7. Students will arrive NLT 15 minutes prior to class start time. Students, who show up after the scheduled start time will be turned away. Late arrivals will be sent back to the unit for rescheduling and a no-show letter sent to their respective commander.

5.8. CBRNE Defense Survival Skills. Students must arrive at building 1296 on time for the scheduled course and be ready for training. Students must wear appropriate attire for field training; this includes removal of contact lenses, earrings, and elaborate hair pieces. Students are required to bring their CBRNE Awareness certificate current within 60 days of class date, protective mask, chemical protective over garment, butyl rubber gloves, protective glove inserts, over boots, mask spectacle inserts (as required), canteen and if available AFPAM 10-100, *Airman's Manual*. Students missing any of the components will be sent back to their unit and a no-show letter sent to their commander.

5.8.1. No-show letters will be generated on a weekly basis. The letters will be sent to the applicable unit commander or equivalent, and will include the total number of no-shows, student name, and reason, if turned away.

5.8.2. Walk-ins will not be accepted.

5.9. Cancellations.

5.9.1. Classes are normally cancelled due to exercises, emergencies, or severe weather. If a class is cancelled, the unit EM training schedulers will be notified and advised of class make-up dates.

5.9.2. 374 CES/CEX will reschedule all CBRNE Defense survival skills classes when less than 8 personnel are scheduled. Schedulers will be notified of cancellation by 1300 hrs the day prior to the class.

5.9.3. All other EM classes will be cancelled if there are no personnel scheduled by close of business the Friday before the class.

5.10. Anyone who fails a course during the demonstration performance will be given remedial training after class. If the individual fails remedial training, he/she will be sent back to their unit for rescheduling and the sign-in roster will be annotated as a failure to complete the course.

MARK R. AUGUST, Colonel, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 10-204, *Participation in Joint and National Exercises*, 21 April 2010

AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 24 January 2007

AFMAN 10-2503, *Operations in a Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Environment*, 07 July 2011

AFMAN 10-2507, *Readiness and Emergency Management (R&EM) Flight Operations*, 14 May 2009

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 10-8, *Defense Support of Civil Authorities (DSCA)*, 15 February 2012

AFPD 10-25, *Emergency Management*, 26 September 2007

AFPD 10-26, *Counter-Chemical, Biological, Radiological and Nuclear Operations*, 26 September 2007

AFPAM 10-100, *Airman's Manual*, 1 March 2009

AFVA 10-2510, *USAF Emergency Notification Signals*, 29 September 2011

AFVA 10-2511, *USAF Standardized Attack Warning Signals for CBRNE Medium and High Threat Areas*, 5 August 2011

AFVA 10-2512, *Mission-Oriented Protective Postures (MOPP)*, 15 August 2011

PACAFI 23-204, *Mobility Bag Management*, 22 January 2009

Prescribed Form

Yokota AB Form 20, *Unit Emergency Management (EM) Quarterly Report*

Adopted Forms

DD Form 1574, *Serviceable Tag - Materiel*

AF Form 847, *Recommendation for Change of Publication*

AFTO Form 152, *Chemical Defense Ensemble Inspection Record*

Optional Form 21, *Cross-Reference*

Abbreviations and Acronyms

ACE—Adaptive Communication Element

ACES—PR —Automated Civil Engineer System-Personnel Readiness

ADLS—Advance Distributed Learning Service

AERO—Air Force Emergency Response Operations

AFI—Air Force Instruction
AFMAN—Air Force Manual
AFPAM—Air Force Pamphlet
AFPD—Air Force Policy Directive
AFRAT—Air Force Radiation Assessment Team
AFRIMS—Air Force Records Information Management System
AFSC—Air Force Specialty Code
AFTO—Air Force Technical Orders
AFTR—Air Force Training Record
AFVA—Air Force Visual Aid
ATSO—Ability to Survive and Operate
BAS&E—Base Support and Expeditionary
BCE—Base Civil Engineer
BEPO—Base Emergency Preparedness Orientation
BSP—Base Support Plan
C2—Command and Control
CAT—Crisis Action Team
CBRNE—Chemical, Biological, Radiological, Nuclear and High-Yield Explosives
CCA—Contamination Control Area
CCT—Contamination Control Team
COP—Common Operating Picture
CWDE—Chemical-Biological Warfare Defense Equipment
DCO—Defense Connect Online
EM—Emergency Management
EME—Emergency Management Exercise
EMST—Emergency Management Support Team
EMWG—Emergency Management Working Group
EOC—Emergency Operations Center
ERO—Emergency Response Operations
ESF—Emergency Support Function
GCE—Ground Crew Ensemble
Hammer ACE—Hammer Adaptive Communications Element

HAZMAT—Hazardous Materials

IAW—In Accordance With

IC—Incident Commander

IEMP—Installation Emergency Management Plan

MFR—Memorandum for Record

MOPP—Mission Oriented Protective Posture

NEST—Nuclear Emergency Search Team

OCR—Office of Collateral Responsibility

OPR—Office of Primary Responsibility

ORE—Operational Readiness Exercise

PACAFI—Pacific Air Force Instruction

PAR—Post Attack Reconnaissance

PCS—Permanent Change of Station

RDS—Records Disposition Schedule

RFF—Request of Forces

RI—Readiness Inspection

ROC—Recovery Operations Chief

SAV—Staff Assistance Visits

SIP—Shelter In-Place

SIPRNET—Secure Internet Protocol Network

SMT—Shelter Management Team

TEU—Technical Escort Unit

TO—Technical Order

TQT—Task Qualification Training

UCC—Unit Control Center

TBMCS—UL/UC2 —Theater Battle Management Core Systems Unit Level Unit Command and Control

WBT—Web Based Training

YAB—Yokota Air Base

Attachment 2

COMMAND AND CONTROL ELEMENTS FOR INCIDENT MANAGEMENT

Figure A2.1. Command and Control Elements for Incident Management

